

Service Insights and Experimentation Division (SIX)

SIX advances evidence-based insights about the client experience through rigorous experimentation, human-centred design projects, and usability testing. Our core offerings include:

Service Design and Research

- Applies human-centred design thinking with cross-departmental partners to investigate and tackle priority areas and develop innovative solutions to improve the client experience.

Behavioural Insights and Experimentation

- Uses insights from psychology and behavioural economics to inform policy and improve service delivery for IRCC. We evaluate these ideas using rigorous methodologies, including randomized controlled trials.

Usability and Testing

- Provides IRCC with a dedicated service to test products with actual users to ensure these products function as intended.

Employee Idea Fund

- Fostering a culture of experimentation within IRCC, the EIF is a fund set up by the Executive Committee to support employee-led initiatives that improve the way we do our work and deliver our services.

Priority 2022-23	Initiative	Linked to a departmental, branch or divisional priority?	Lead (s)	Support	Tied with Budget 2022? (yes/no)	Conditions for Success	Outcome Sought for 2022-23	Level of Impact	Level of effort	MoSCoW Prioritization	Comments
Levels	Quantitative Research on Client Journeys (CUATE intentions survey, PR Digital Portal, Landings Inventory)	Branch	SIX	OPPB, TBD	No	Timely collaboration from partner branches	Surveys fielded analyzed	Medium	High	Must have	Q1-Q3; landings inventory project is 'could have' rather than 'must have'.
Afghanistan	Continue 2021-22 Design Challenges on Refugee Information Needs and Reducing CSC agent attrition	Department	SIX	ASB, CSC	No	Collaboration with ASB, CSC, access to clients	Client insights, Service improvement ideas	Medium	Medium	Should have	Q2-Q4
Digital Platform Modernization (DPM)	DPM Journey Mapping	Department	SIX	SIX, CDS	No	Collaboration with CDS, ability to recruit for client research in a timely fashion	Produce 7-10 journey maps to inform DPM 3	High	High	Must have	Q1
Digital Platform Modernization (DPM)	Usability Testing on Demand	Branch	SIX		No	Demand driven; sufficient number of intested clients	70+ usability tests performed over the course of the year.	Medium	High	Must have	Core function of Usability Team
Anti-Racism and Diversity	OSIP Deliverable 2C: Investigating pressure points in service delivery where racism could be a factor via Journey Mapping with an anti-racism lens)	Department	SIX	TBD	No	Ability to recruit clients in a timely fashion	Journey maps and reporting to OSIP	Medium	Low	Must have	Q2-Q3,
Anti-Racism and Diversity	Accessibility Design Challenge Deliverables and Team Business Case	Department	SIX	Comms	No	Filling EC-06 project manager role (LoO signed), collaboration with Comms	Building a business case to scope and plan an accessibility-focused team within CEB. Deliverables from Design Challenge: Posting a welcoming message for clients with disabilities on the IRCC public web site; Implementing a tell-us-once accommodations mechanism within MyAccount; Consulting on accessible service delivery training, based on the Accessible Service Delivery Playbook.	Medium	Medium	Must have	Q2-Q4; some of the deliverables vary from must have (business case, posting a welcome message on website) to could have (consulting on accessible service delivery training)
Reducing Processing Times	Forms Modernization	Branch	SIX	CSGS	No	Collaboration with CSGS	Literature review, diagnostic tool and impact assessment plan	Medium	Medium	Should have	
Deliver CEB Core Mandate	Supporting Innovation and Impact at CEB (ODN Pilot, CSC Difficult Calls)	Branch	SIX	CSC, SSD, CN	No	Timely collaboration from partners	Pilots fielded with analysis of impact	Medium	Medium	Must have	Q1-Q4
Innovation and support	Manage EIF, lead a SADM defined Dragons' Den	Branch	SIX	TBD	No	Staffing the project, employee engagement, proposals within scope	Lead a SADM defined challenge and dragon's den, holding innovation workshop, receive employee proposals and fund them	Low	Medium	Should have	

BIX/EIF Priorities 2022-23

Last updated 20/6/2022

Project	Lead	Deliverable	M / S / C
Quantitative research on client journeys			
CUAET intentions - A survey to assess landing intentions and possible barriers to landing for authorized Ukrainian TR applicants.	JK	Survey – 04/2022 Report – 05/2022	Must do
PR Digital - Integrate client perspectives into PR digital portal rollout, explore barriers to service delivery, evaluate client outcomes	JK/SK	Survey – 08/2022 Interim Report – 09/2022 Exec Report – 10/2022	Should do
Landings inventory - Exploration of barriers to landing for CoPRs, development of a communications strategy, and impact measurement.	JK	Comms consult – 05/2022 Msrment plan – 06/2022 Report – XX/2022	Could do
JourneyLab – Assess impact of a new portal to upload documents and on CX and operations	JK	Consult – XX/2022 Trial – XX/2022 Survey – XX/2022 Report – XX/2022	On hold
CSC - MSMPs Liaison Service – A survey to examine the needs of MPs and Senator Offices for a new liaison service at the CSC, to potentially support self-service functionalities, to inform operating model of the new service.	SK	Survey – 08/2022 Report – 09/2022	Must do
Other projects			
Forms modernization - A literature review of behavioural insights to inform our client data collection initiatives and creation of a diagnostic tool to identify pain points.	SK	Lit review – 06/2022 Diagn tool – 08/2022 Imp Mes – 09/2022	Must do
CSC Difficult Calls - A workshop to co-produce a new script to help agents deal with difficult client calls, testing of the new script by agents, and impact measurement.	SK/AA	Proposal – 4/2022 Workshop – 09/2022 Trial – 11/2022 Report – 01/2023	On hold
Officer Decision Notes Pilot - Support experimentation and impact measurement for the ODN pilot.	AA	Analysis – 08/2022 Report – 09/2022	Should do
EIF SADM Challenge - Lead a SADM Dragons' Den Challenge, lead X innovation workshops, develop partnerships with other GoC agencies and departments	TB	Proposal – 06/2022 Business case – 08/2022 Challenge launch – 10/2022 Incubator – 01/2023 Finals/winner – 03/2023 Implement - 04/2023	Must do
Anti-Racism – Support or assist with a project led by the ARTF.	AA	Proposal – 7/2022	On hold
DPM III - Guidance for client-centric BI work and experimentation capabilities to inform procurement of DPM.	AA	Outline – 4/2022 Deck – 5/2022 Policy paper – 6/2022	Should do

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	Priority	Priority level/ MoSCoW	Initiative	Outcome sought for 2021/22	Division & Unit Lead	Contact(s)	Dependency	Q1 (Apr-Jun) Support by & role	Q2(Jul-Sep) Support by & role	Q3(Oct-Dec) Support by & role	Q4(Jan-Mar) Support by & role
1	1. Improve service at the Client Support Centre	High	1) Meet CSC Service Standards	Meet any new service commitments (tied to Budget 2021).	CSC		#2,3,				
2		High	2) Implement hiring strategy for the CSC	Meet any new hiring commitments (tied to Budget 2021). Consider future hiring implications of working from home.	CSC/RMSD						
3		Medium	3) Experiment with unblocking calls	Experiment with impacts of unblocking calls.	CSC with support from SIX & CSGS						
4		High	4) New workforce management tool	Procure and implement new tool.	CSC/CSGS						
5		High	5) Prepare for next VCC contract	Develop plan for VCC contract expiring in 2023.	CSC/CSGS						
6		Low	6) Continue implementing First Contact Resolution	Explore two (or more) First Contact Resolution pilots with networks.	CSC/CSGS						
7		High	7) Explore using Advanced Analytics for email management	Review forecasting methodology. Explore with OPP using Advanced Analytics for email management. Implement in ESU (Email Support Unit)	CSC						
8		High	8) Implement Robotic Process Automation for Email Support Unit	Implement RPA pilots for ESU (contingent on TDSS).	CSC/CSGS						
9		Medium	9) Launch client enquiry community of practice	Establish CoP with Networks.	CSC/CSGS						
10		High	10) Improve CSC Business Intelligence	Contract with external expert on contact centre business intelligence.	CSC/CSGS						
11		High	11) Tools to hire and trained agents	Procure tracking tool to improve monitoring and reporting about the CSC hiring strategy (this tool could be leveraged across all CEB)Procure a system to centralize and automate the main tasks required to execute the annual training plan (manage training schedules, status of ongoing classes, monitor progress against plan milestones, update skill-sets of the workforce based on training completed , monitor and update list of available courses, etc.)	CSC						
12		High	12) Workflow simulator	Procure and implement a WF simulator to identify business processes and workload distribution bottleneck in few seconds, as well as predicting impacts of parallel business changes on the CSC workflows.	CSC with support of CSGS						
13		Medium	13) Implement new WebCART	Procure and implement new WebCART solution.	CSGS	Brian					
14		Medium	14) Develop future vision for personalized client support	Develop future vision, in collaboration with networks.	SSD			CSC CSGS			
15											

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16	2. Provide Client Support guidance	High	15) Support further roll-out of eGEM and WebCART	Support CN/DN/IN in rolling out client support tools such as eGEM and WebCART. Consider piloting in specific offices, ready to onboard.	CSGS	Brian					
17		High	16) Participate in new policy and program development to ensure client experience lens	Ongoing.	CSGS	All (See there link for breakdown?)					
18		Medium	17) Advance Departmental guidance on client correspondence	Develop and launch guide. Review 3 additional client letters.	CSGS	Eric		SIX CSC			
19		High	18) Refresh Senior Management procedures for client enquiries	Update client enquiry guide for DMO/ADMO.	CSGS						
20		High	19) Advance MyAccount 2.0	Lead MyAccount Digital Lab to increase functionality. Scale out MyAccount DPT to other lines of business.	CSGS	Jerome					
21	3. Improve client-facing digital tools	High	20) Launch new Come to Canada Wizard	Launch new C2C (Comms contingency).	CSGS	Jerome					
22		High	21) Online processing times	Co-develop and implement new service standard adherence methodology (OPP contingency). Continuous improvement to Processing Times Tool methodology and web content.	SSD	Derek					
23		Medium	22) Advance results of Accessibility Design Challenge	Lead at least one service design initiative for Operations stemming from AC/DC.	SIX	Mitchell					
24	4. Increase departmental understanding of client experience for IRCC programs, services and tools	High	23) Transforming Forms Governance at IRCC	Develop a client-centric forms playbook and systematize process for updating forms	SIX/CSGS						
25		High	24) Conduct client intentions survey	Conduct client intentions survey to inform forecasting post borders reopening.	SIX						
26		Medium	25) Advance client contact dashboard	Advance the development of a client contact dashboard.	SIX						
27		High	26) Launch a design challenge	Conduct at least one design challenge (topic TBD).	SIX						
28		Medium	27) Conduct Randomized Control Trials	TBD	SIX						
29		Medium	28) Conduct usability testing	Maintain tempo. Pilot unmoderated usability testing.	SIX	Reil/Kat					
30		High	29) Email Support Unit deep dive analysis	Understand ESU client behavior and needs.	CSC						
31		High	30) Conduct client satisfaction surveys	Finalize and analyse results of 2020 citizenship and immigration, and passport client satisfaction surveys.	SSD	Derek					
32		High	31) Develop Client Insights Report	Develop and dissemination of 2021 Client Insights Report and placemat.	SSD						

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33		High	32) Support analysis of ATIP root causes	Support analysis of new data model (ATIP and OPP contingency), and support Operations Sector in considering pilot opportunities.	SSD	Melanie					
34		Medium	33) Better use Client Feedback Mechanism	Complete CFM deep-dive and pilot implementation of new process.	CSGS	Josee					
35	5. Lead IRCC's Service Strategy and enhance service culture	High	34) Oversee implementation of and reporting against service components of the Policy on Service and Digital and MAF	Conduct annual service standards review. Develop Year 2 service strategy update. Update Service Inventory. Support MAF reporting process.	SSD	Derek					
36		Medium	35) Advance Client Experience Framework	Launch and implement CXF including development of internal Comms plan (in collaboration with Communications/Learning & Dev).	SSD	Melanie					
37		Medium	36) Manage Employee Idea Fund	Conduct 2-3 rounds of idea intake, including a focus on ATIP.	SIX	Rell/Ali					
38	5. Strengthen IRCC's reputation as a leader in CX nationally and internationally	Medium	37) Participate actively in SMAC; PSSDC and working groups	Participate and proactively disseminate materials and outcomes from inter-departmental and inter-jurisdictional meetings	SSD						
39		Medium	38) Chair M5 TEFWG	Support CBSA to advance Digital Travel Credential Concept of Operations. Hold virtual plenary in Q3/Q4 2021-22.	SSD	Melanie					
40		Low	39) Participate and represent IRCC at external CX conferences and events	Strengthen IRCC's reputation as a leader in CX.	All						
41	6. Manage the branch	High	40) Hold annual branch retreat and DG awards	Hold branch retreat and DG awards	DGO	Dipty					
42		High	41) Make and meet management commitments to actions to respond to PSES results, including around wellness	Continue implementing outstanding 2020/21 commitments (360s for managers; training on how government works). Analyse results of 2020 PSES survey and develop and implement 2021/22 management commitments, particularly around wellness under remote work.	DGO	Dipty					
43		Medium	42) Update branch Organization Priorities and Values plan	Conduct annual review and update of OVP	DGO	Dipty					

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44		High	43) Manage branch HR and finances	Staffing actions meet timeliness +80% of the time. Meet financial forecasting objectives. Meet hiring targets. Look at tools and systems needed for efficient workforce management. Look at tools and systems needed for efficient workforce management.	RMDS	Kiwi					